PUBLIC MANAGEMENT

A Monthly Journal Devoted to the Conduct of Local Government

Volume XIII JANUARY - 1931 *Number 1*

ANNUAL NUMBER

WHITHER CITIES?—*Editorial* - - - - Leonard D. White 5

EDITORIAL COMMENT - - - - - - Clarence E. Ridley 6

MUNICIPAL ADMINISTRATION IN THE MAKING:

GENERAL MUNICIPAL GOVERNMENT - - - - - - - - - 7

PUBLIC UTILITY REGULATION - - - - - - - - John Bauer 9

ADMINISTRATIVE ORGANIZATION - - - - John B. Blandford, Jr. 10

MUNICIPAL BUDGETING - - - - - - - - - A. E. Buck 11

EDUCATIONAL PROGRESS - - - - - - - J. B. Edmonson 12

CO-ORDINATING STATE AND LOCAL ACTION - - - - Ernst Freund 12

PUBLIC WORKS - - - - - - - - - - C. A. Howland 13

MUNICIPAL ACCOUNTING - - - - - - - - C. C. Ludwig 14

PLAYGROUNDS AND RECREATION - - - - - - Jay B. Nash 16

MUNICIPAL FINANCE - - - - - - - - - C. E. Rightor 16

CITY PLANNING AND ZONING - - - - - - - Flavel Shurtleff 17

FIRE ADMINISTRATION - - - - - - - - Harold A. Stone 18

PUBLIC PERSONNEL ADMINISTRATION - - - - - Fred Telford 19

POLICE ADMINISTRATION - - - - - - - - August Vollmer 20

COUNTY MANAGEMENT - - - - - - - - Paul W. Wager 20

PUBLIC HEALTH - - - - - - - - - - W. F. Walker 21

A DECALOGUE FOR MANAGEMENT - - - Malcolm C. Rorty 22

COUNCIL-MANAGER GOVERNMENT IN 1930 - - Orin F. Nolting 23

RECENT PROGRESS IN CITY PLANNING AND ZONING - Harlean James 29

REPORTING MUNICIPAL ACTIVITIES TO THE PUBLIC - - - - - 32

NEWS OF THE MONTH - - - - - - Managing Editor 36

Fifty Cents for One Copy - Four Dollars the Year

Just a few minutes to the CITY HALL

● *The "Caterpillar" Sixty Leaning Wheel Grader has a new blade reach, strength and weight, blade position and pitch to meet demands of the growing proportions of roads.*

Prices—f. o. b. Peoria, Illinois

TEN	$1100
FIFTEEN	$1450
TWENTY	$1900
THIRTY	$2375
SIXTY	$4175

Caterpillar Tractor Co.

PEORIA, ILLINOIS, U. S. A.

Track-type Tractors Combines Road Machinery

(There's a "Caterpillar" Dealer Near You)

CATERPILLAR

REG. U. S. PAT. OFF.

TRACTOR

ANOTHER few rounds and here is a new 40-mile-an-hour road that brings city to country and country to markets. Where does the country begin? — ten, twenty, thirty miles from City Hall is still in the suburbs.

It's all a matter of roads! Now comes a grader to carve roads wider, higher, deeper-ditched, safer — to utilize big tractor power to build more roads for fewer taxpayers' dollars.

Entered as second-class matter July 17, 1929, at the post-office at Chicago, Illinois, under the Act of March 3, 1879, with an additional entry at Milwaukee, Wisconsin.

General Direct

PUBLIC MANAGEMENT

A Monthly Journal Devoted to the Conduct of Local Government

EDITORS

CLARENCE E. RIDLEY, *Editor*

ORIN F. NOLTING, *Managing Editor*

EDITORIAL COUNCIL

LOUIS BROWNLOW
H. W. DODDS
JOHN N. EDY
FREDERIC A. OGG
LEONARD D. WHITE
W. F. WILLOUGHBY

CONTRIBUTING EDITORS

Municipal Administration

WILLLIAM ANDERSON
EDWIN A. COTTRELL
JOHN A. FAIRLIE
A. R. HATTON
S. GALE LOWRIE
SAMUEL C. MAY
CHARLES E. MERRIAM
WILLIAM E. MOSHER
WILLIAM B. MUNRO
THOMAS H. REED

Local Government Abroad

ARTHUR COLLINS, England
EDGARD MILHAUD, Switzerland
W. M. OUALID, France
ERWIN STEIN, Germany

Municipal Management

C. A. BINGHAM
OSSIAN E. CARR
C. M. OSBORN
HARRISON G. OTIS
R. W. RIGSBY
STEPHEN B. STORY

Municipal Research

WILLIAM C. BEYER
H. L. BRITTAIN
HARRY H. FREEMAN
LUTHER GULICK
WALTER MATSCHECK
W. H. NANRY
LENT D. UPSON

EDITORIAL CONSULTANTS

JOHN BAUER	*Municipal Utilities*
JOHN B. BLANDFORD, JR.	*Administrative Organization*
A. E. BUCK	*Municipal Budgets*
PHILIP H. CORNICK	*Taxation and Assessments*
J. B. EDMONSON	*School Administration*
RUSSELL FORBES	*Purchasing*
ERNST FREUND	*Administrative Law*
C. C. LUDWIG	*Accounting*
H. C. MCCLURE	*Public Works*
JAY B. NASH	*Playgrounds and Recreation*
HOWARD W. ODUM	*Public Welfare*
C. E. RIGHTOR	*Municipal Finance*
FLAVEL SHURTLEFF	*City Planning and Zoning*
HAROLD A. STONE	*Fire Administration*
FRED TELFORD	*Personnel*
C. W. TOOKE	*Municipal Corporations*
AUGUST VOLLMER	*Police Administration*
PAUL W. WAGER	*County-Manager Government*
H. M. WAITE	*General Government Problems*
W. F. WALKER	*Public Health*

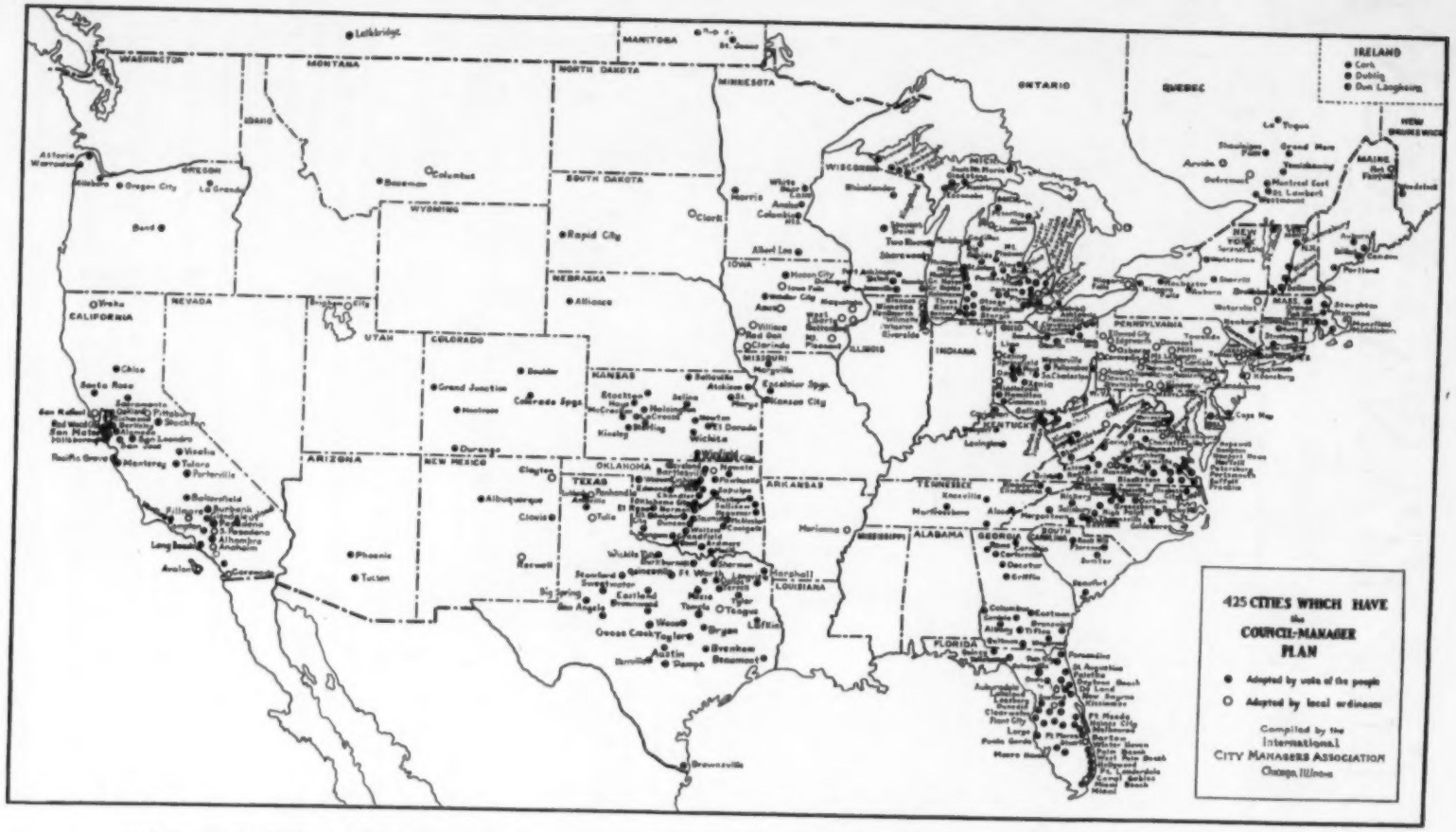
PUBLIC MANAGEMENT is published on the fifth of the month by the International City Managers' Association at 923 East 60th Street, Chicago, Illinois.

PUBLIC MANAGEMENT is devoted to the development of the science of public administration by means of articles, news notes, and digest of local government literature.

Subscriptions for the United States and all foreign countries, $4.00 a year in advance. Single copies, 50 cents.

Advertising rates may be secured on application. Complete rate card and circulation figures are listed in the Standard Rate and Data Service.

Address: PUBLIC MANAGEMENT, 923 East 60th Street, Chicago, Illinois.



MAP SHOWING DISTRIBUTION OF 425 COUNCIL-MANAGER CITIES AS OF JANUARY 1, 1931

Directory of Council-Manager Cities

This official roster of council-manager cities of The International City Managers' Association contains 425 cities as of January 1, 1931.

ARIZONA
Phoenix
Tucson

ARKANSAS
Marianna

CALIFORNIA
Alameda
Alhambra
Anaheim
Avalon
Bakersfield
Berkeley
Burbank
Chico
Compton
Fillmore
Glendale
Hillsborough
Long Beach
Monterey
Oakland
Pacific Grove
Pasadena
Pittsburg
Porterville
Redwood City
Richmond
Sacramento
San Jose
San Leandro
San Mateo
San Rafael
Santa Rosa
South Pasadena
Stockton
Tulare
Upland
Ventura
Visalia
Yreka

COLORADO
Boulder
Colorado Springs
Durango
Grand Junction
Montrose

CONNECTICUT
New London
Stratford
West Hartford

DELAWARE
Dover

FLORIDA
Auburndale
Bartow
Clearwater
Coral Gables
Daytona Beach
Deland
Dunedin
Fernandina
Ft. Lauderdale
Ft. Meade
Ft. Pierce
Gainesville
Haines City
Hollywood
Kissimmee
Lakeland
Largo
Leesburg
Melbourne
Miami
Miami Beach
Moore Haven
New Smyrna
Ocala
Palatka
Palm Beach
Plant City
Polk City
Punta Gorda
Quincy
St. Augustine
Sanford
Stuart
Tallahassee
West Palm Beach
Winter Haven

GEORGIA
Albany
Brunswick
Cartersville
Columbus
Cordele
Cornelia
Decatur
Eastman
Griffin
Quitman
Rome
Tifton
Waycross

ILLINOIS
Glencoe
Kenilworth
Riverside
Wheaton
Wilmette
Winnetka

IOWA
Ames
Bettendorf
Clarinda
Dubuque
Iowa Falls
Maquoketa
Mason City
Mt. Pleasant
Red Oak
Villisca
Webster City
West Liberty

KANSAS
Arkansas City
Atchison
Belleville
El Dorado
Hays
Hoisington
Kinsley
La Crosse
McCracken
Newton
St. Marys
Salina
Sterling
Stockton
Wichita
Winfield

KENTUCKY
Covington
Lexington
Newport

MAINE
Auburn
Belfast
Camden
Ft. Fairfield
Portland

MASSACHUSETTS
Fall River
Mansfield
Middleboro
Norwood
Orange
Stoughton

MICHIGAN
Alma
Alpena
Bay City
Benton Harbor
Big Rapids
Birmingham
Cadillac
Clawson
Crystal Falls
East Detroit
Escanaba
Ferndale
Flint
Gladstone
Grand Haven
Grand Rapids
Grosse Pointe Shores
Iron River
Ironwood
Jackson
Kalamazoo
Kingsford
Lapeer
Marysville
Manistee
Manistique
Mt. Pleasant
Muskegon
Muskegon Heights
Oak Park
Otsego
Petoskey
Pleasant Ridge
Plymouth
Pontiac
Portland
Roseville
Royal Oak
St. Johns
St. Joseph
Sault Ste. Marie
Stambaugh
Sturgis
Three Rivers

MINNESOTA
Albert Lea
Anoka
Columbia Heights
Morris
White Bear Lake

MISSOURI
Excelsior Springs
Kansas City
Maryville

MONTANA
Bozeman
Columbus

NEBRASKA
Alliance

NEW JERSEY
Cape May
Englewood
Keansburg
Summit
Teaneck

NEW MEXICO
Albuquerque
Clayton
Clovis
Roswell

NEW YORK
Auburn
Mamaroneck
Newburgh
New Rochelle
Niagara Falls
Rochester
Saranac Lake
Sherrill
Watertown
Watervliet

NORTH CAROLINA
Chapel Hill
Charlotte
Durham
Elizabeth City
Gastonia
Goldsboro
Greensboro
Hickory
High Point
Morganton
Reidsville
Rocky Mount
Roxboro
Salisbury
Thomasville

OHIO
Ashtabula
Bedford
Celina
Cincinnati
Cleveland
Cleveland Heights
Dayton
East Cleveland
Gallipolis
Hamilton
Ironton
Lima
Middletown
Oberlin
Painesville
Piqua
Portsmouth
Sandusky
South Charleston
Springfield
Westerville
Xenia

OKLAHOMA
Ardmore
Bartlesville
Chandler
Cleveland
Coalgate
Cushing
Devol
Duncan
Edmond
Elk City
El Reno
Grandfield
Guthrie
Heavener
Madill
Mangum
McAlester
Muskogee
Norman
Nowata
Oklahoma City
Pawhuska
Sallisaw
Sapulpa
Shawnee
Sulphur
Tecumseh
Walters
Woodward
Yale

OREGON
Astoria
Bend
Hillsboro
La Grande
Oregon City
Warrenton

PENNSYLVANIA
Ambridge
Avalon
Aspinwall
Blairsville
Carlisle
Conshohocken
Coraopolis
Dormont
Edgeworth
Ellwood City
Hanover
Jeannette
Lansdowne
Milton
Mt. Lebanon
Osborne
Phoenixville
Sewickley
Towanda
Waynesboro

SOUTH CAROLINA
Beaufort
Florence
Rock Hill
Sumter

SOUTH DAKOTA
Clark
Rapid City

TENNESSEE
Alcoa
Elizabethton
Kingsport
Knoxville
Murfreesboro

TEXAS
Amarillo
Austin
Beaumont
Big Spring
Borger
Brenham
Brownsville
Brownwood
Bryan
Burkburnett
Dallas
Eastland
Fort Worth
Gainesville
Goose Creek
Kerrville
Longview
Lubbock
Lufkin
Marshall
Mexia
Pampa
Panhandle
San Angelo
Sherman
Stamford
Sweetwater
Taylor
Teague
Temple
Terrell
Tulia
Tyler
Waco
Wichita Falls

UTAH
Brigham City

VERMONT
Bellows Falls
Brattleboro
St. Albans
St. Johnsbury
Springfield
Windsor

VIRGINIA
Alexandria
Bedford
Blackstone
Bristol
Charlottesville
Covington
Farmville
Franklin
Fredericksburg
Front Royal
Galax
Hampton
Hopewell
Lynchburg
Manassas
Newport News
Norfolk
Petersburg
Portsmouth
Radford
Roanoke
Salem
Staunton
Suffolk
Warrenton
Waynesboro
Winchester
Wytheville

WEST VIRGINIA
Bluefield
Clarksburg
Follansbee
Hinton
Logan
Marlinton
Morgantown
St. Albans
St. Marys

WISCONSIN
Beloit
Fort Atkinson
Janesville
Kenosha
Rhinelander
Shorewood
Stevens Point
Two Rivers

CANADA

ALBERTA
Lethbridge

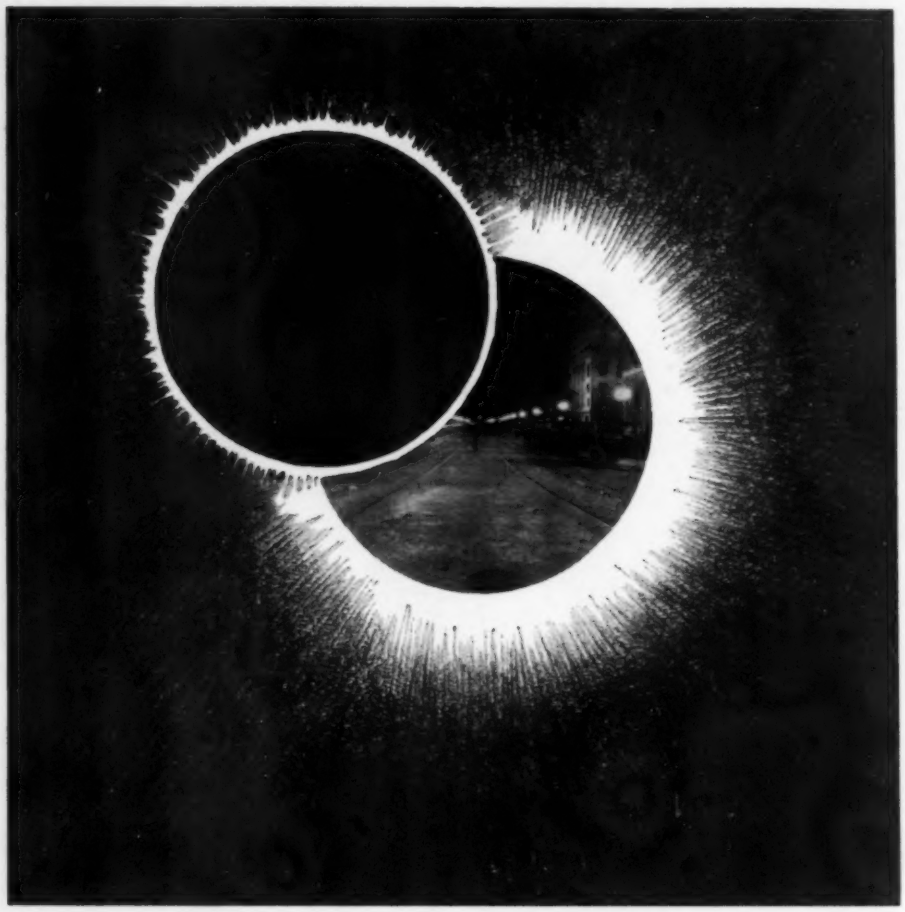
MANITOBA
St. James

NEW BRUNSWICK
Woodstock

ONTARIO
Chatham
Niagara Falls

QUEBEC
Arvida
Grande Mere
La Tuque
Montreal—East
Outremont
St. Lambert
Shawenegan Falls
Temiskaming
Westmount

IRELAND
Cork
Dublin
Dun Laoghaire



Our cities are coming out of the eclipse

. . . out of drab, time-honored blackness . . into the life and cheer and color of up-to-date street lighting. ¶ With well-lighted streets, business stagnation turns into prosperity. Police report fewer crimes and accidents. Streets look better in the daytime. ¶ Better street lighting can be the lasting monument of an efficient city administration. But its installation presents formidable problems . . . technical problems as height . . . spacing . . . choice of standards . . . ¶ To those seeking an answer to all such problems, Graybar offers the unbiased advice of its lighting experts . . . unbiased because not committed to any one type of standard.

GraybaR STREET LIGHTING

DISTRIBUTORS OF KING FERRONITE CAST IRON STANDARDS — DISTRIBUTORS OF UNION METAL PRESSED STEEL STANDARDS

OFFICES IN 76 PRINCIPAL CITIES. EXECUTIVE OFFICES: GRAYBAR BUILDING, NEW YORK, N. Y.